

BULLETIN



December 11, 2001

A Note from Tim Dirks, Director, Office of Human Resources Management...

This month we take a look at the newly developed Departmental Mentoring Program. This is an exciting component of one of the Human Capital Summit initiatives, Leadership Development and Succession Planning. This program will no doubt prove to be a very valuable tool in building a pool of talented, diverse and versatile leaders to meet the challenges we face in the 21st century. Deputy Secretary Blake announced this program on November 14, 2001, and encouraged all our senior-level managers to play an integral role in mentoring. The Office of Training and Human Resource Development will serve as the Departmental manager for the Mentoring Program and is ready to assist you as it is implemented.

Featured Human Capital Management Initiative:

Departmental Mentoring Program

On November 14, 2001, Deputy Secretary Blake announced the newly developed Departmental Mentoring Program. As part of the Department's corporate human resources strategy, this program addresses one of the initiatives that grew from the Human Capital Summit's discussion on Leadership Development and Succession Planning.

The Mentoring Program is a one-year program designed to foster career/leadership development, expand employees' knowledge, skills, and abilities and broaden understanding of DOE and its programs. It also aims to develop a workforce that is capable of adapting to the rapidly changing workplace environment. The program features Senior Executive Service (SES) level employees serving as Mentors for a select number of GS-13 through 15 (or equivalent) level employees with strong leadership potential (Protégés). Mentoring is now viewed as a critical aspect of each SES's job responsibilities. The specific

- Establish and institutionalize a Department-wide formal mentoring process;
- Increase the number of senior managers who serve as mentors;
 - Provide a vehicle for employee professional and personal growth;
 - Expand/enhance leadership, coaching and interpersonal skills;
 - Encourage development of career plans and goals; and
 - Develop a diverse, high performance workforce.

The Mentoring Program is being rolled-out through briefings for both senior managers and employees. Written information submitted by Mentors and prospective Protégés will facilitate the matching/pairing process. Formal training and workshops will be coordinated by Headquarters and Field Program Managers. Participation in the program requires that the Protégé and Mentor: 1) sign a Protégé/Mentor Agreement, along with the Protégé's supervisors; 2) develop a Mentoring Action Plan; and 3) submit periodic progress reports. In addition, Protégés and Mentors will attend orientation and core training sessions, meet on a regular basis for the duration of the program, participate in a closing ceremony, and help refine the program for the future.

This program was designed by the Office of Training and Human Resource Development and representatives from several DOE Field organizations who examined best practices of other government agencies as well as the

private sector. Successful professionals who have had Mentors consistently report that it was the guidance and assistance received from a Mentor that made a major difference in their careers. The potential rewards are great, not only for the Protégé, but for all involved, including the Mentor and the organization. Questions and comments regarding the Mentoring Program may be directed to Steve Young, 202-287-1686.

Workforce Trends

Career DOE SES Eligible to Retire



Diversity Initiative Update:

The comprehensive DOE-wide Diversity Review Project is moving forward. As directed by the Secretary, this review is being conducted to ensure a diverse, respectful and productive workplace. Notable accomplishments to date include:

- Issuance of the DOE Diversity Policy by Secretary Abraham on October 9, 2001 and discussion during the Hispanic Heritage Month Program, October 31, 2001 of the Secretary's vision, commitment and expectations regarding diversity.
- Diversity Focus Group Interviews: Completed October 2001
- Diversity Self-Assessment Survey: Nearly all 43 DOE program elements have returned surveys.

The team has identified the following major initiatives to be included in the review:

- Develop **diversity training** for all DOE employees
- Develop a DOE **diversity component for DOE management and supervisory training courses**.
- Establish a **diversity baseline and measurable standards**.
- Establish an **outreach program** to educate and inform minority communities about DOE employment opportunities, programs and procedures.

PARTNERING AND OUTREACH

In developing our Human Capital Summit Initiatives over these past several months, we have taken advantage of many opportunities to enhance our partnering and outreach both within and outside the Department. Outreach has been, and continues to be, a vital and important part of communicating the Department's mission and building DOE's workforce of the future. We are tracking these efforts to determine best practices and will share the results with organizations across DOE.

For example, the DOE-wide Intern Program leaders formed a multi-disciplinary team, with representatives from Headquarters and the Field, who met October 15 -19, 2001, to develop a corporate intern program. The team addressed DOE-wide needs for diverse technical and non-technical entry- and mid-level professionals. The team has developed a draft proposal, which incorporates recruitment as well as professional training and development. This proposal is being coordinated with customers and stakeholders.

The DOE-wide Mentoring Program team likewise sought stakeholders and customers input and conducted benchmarking of other government agencies and the private sector in an effort to incorporate their best practices into the new program. (see below)

Albuquerque & Nevada Operations Offices

General Electric Corporation Western Area Power Administration

Department of Interior Department of Transportation

Department of Defense Department of Labor

Westinghouse Department of Commerce (NOAA)

Capital One Bechtel

Honeywell Motorola

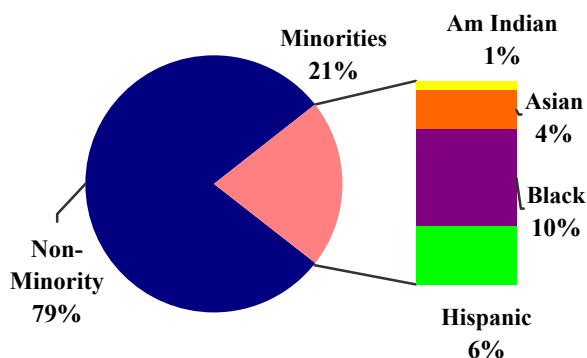
American Society for Training & Development (ASTD)

Also, the SES Candidate Development Program (SESCDP) team met with key stakeholders via teleconferences and is coordinating with other leaders regarding possible/potential linkages. The Department's Diversity Managers were briefed on the new program on November 1, 2001 and a briefing for the Department's Performance Review Board (PRB) was also held in November. In addition, the team is currently in the process of benchmarking other Federal agency's best practices, e.g. Department of Labor, Nuclear Regulatory Commission, NASA, IRS, EPA etc. This team has completed an Interagency Agreement & MOU signed by both DOE and USDA Graduate School to ensure that training needs can be met for the newly developed program.

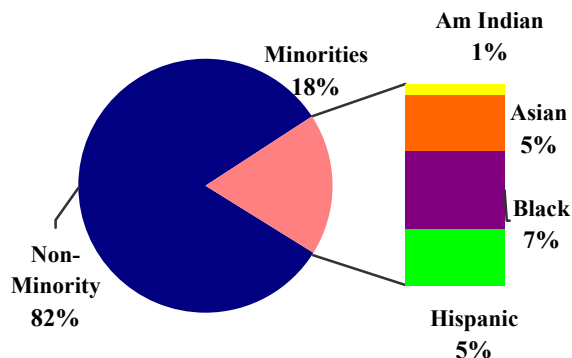
Workforce Trends

As of November 17, 2001

Department of Energy All Employees



Department of Energy Employees GS-13 & Above



All Human Capital Management Bulletins as well as information relating to Human Capital Management can be viewed at the following website

<http://www.ma.doe.gov/pol/hcsindex.html>